

Cemetery Services * Bechtel Park Master Plan

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City of Waterloo**

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Introduction

Evolution of the Lands

Parkview Cemetery and Bechtel Park have evolved, gradually, since the mid 1950's, when the lands were a combination of woodland, creek valley corridor and farmland at the edge of the city. The land parcel was acquired from Mr. Levy Bechtel and has served the community well, as both a community cemetery, and a major community park.

The cemetery was originally planned for the entire 74 acre parcel of developable land. Today the cemetery is 26 acres in size and is nearing capacity for traditional casket burial lots. In the mid 1970's part of the lands were planned and established as parkland with sports facilities which are considered to be 'premium' sport venues in Waterloo.

All planning decisions over the last 30 plus years, were to best serve the citizens of Waterloo with a community cemetery, natural environment, and parklands with an array of recreational opportunities.

Parkview Cemetery is currently faced with an immediate land shortage for traditional casket interment lots. Bechtel Park is a community park with year round active and passive facilities for which the last Master Plan was prepared in 1991. Although the cemetery and the park share the lands, a combined Master Plan has never been undertaken.

The purpose of the Cemetery Services – Bechtel Park Master Plan is to provide a comprehensive land-use and delivery of service guide for the Parkview Cemetery and Bechtel Park lands. The Master Plan will address land-use development and operational strategies based on the following objectives.

- To address cemetery pressures.
- To analyze long-term cemetery needs.
- To analyze long-term park needs.
- To assess the inventory of sports fields and facilities in the park.
- To plan an approach for delivering cemetery services.
- To plan for improvements to the cemetery and park.
- To evaluate the preservation and protection of the sensitive environmental features.

Key Strategic Elements of the Master Plan

This Master Plan establishes a vision for the lands as a whole, including cemetery spaces, natural spaces and activity spaces. The plan fulfills an effort to balance needs by integrating the activities that are currently firmly rooted on the lands. The Master Plan also establishes an approach to service delivery for Waterloo Cemeteries as a Self-Funded Enterprise Model.

Vision for the Lands as a Whole:

The lands will continue to serve the community with three primary functions.

- 1) nature appreciation and learning,
- 2) remembrance, contemplation and healing,
- 3) year-round fitness and active recreation.

Decisions to be made over the next 15 years are directed by five Policy Statements and supporting Implementation Initiatives.

The Master Plan and the success of future of cemetery services hinges on a new or alternative cemetery being established for the Waterloo community. It is also expected that over the next decade recreational needs will also evolve.

An improved trail system is fundamental to the cohesive existence of all three activities. Expanded trails will increase pedestrian circulation and enliven the entire property with positive recreational activity. Connectivity of the lands through the introduction of trails will open gateways between the cemetery and parklands where a visit to the cemetery may be followed by a walk through the woods and loop through the park. Tree lined trails will connect spaces and serve as a buffer between spaces providing different uses.

Programmed sport will continue to be encouraged in Bechtel Park, however, to align with the recommendations of the Recreation & Leisure Services Master Plan, the premium (class A) outdoor sport facilities are to be relocated to the two park venues where high-quality, premium sport fields and ball diamonds will be concentrated. The RLS Master Plan identifies RIM Park and a west-side location (not yet determined) as the ideal venue for premium sports clusters.

Options for replacement of the two premium sport fields (Bechtel #5 and #6), and consideration of a future location for a premium ball facility (to replace the Bechtel Stadium), will be determined by staff in 2009, as staff examine the broader city-wide distribution and capacity of sport facilities. This will include consultation with the sport stakeholder groups to meet the needs of our own community, as well as, consideration of opportunities to enhance sport tourism events.

It is important to note that Bechtel Park will continue to serve as a secondary sport field cluster for a variety of minor sport programming. The Park will also continue to serve as a node for a diversity of passive and organized recreational activities. Further improvements and enhancements that support the existing wide range of activities including, walking, running, skiing, dog walking, access to a leash-free dog zone, nature appreciation, bird watching and outdoor education/class studies, will be considered within the existing annual city budgets, and where possible through partnership opportunities.

The Manulife Financial Soccer and Sports Centre will be sustained as the indoor facility at Bechtel Park to provide year round sport opportunities. Capital upgrades will continue to keep the facility current, as was done in late 2008 with a new artificial turf surface which was made possible through partnership with the Waterloo Minor Soccer Club.

Partnership will be the cornerstone to undertaking major enhancements, and staff will work to identify and build capacity for collaborative efforts to implement the Master Plan.

Cemeteries as Self-Funding Enterprise

Financial sustainability of Waterloo Cemeteries is a primary goal. Waterloo Cemeteries have operated as a self-supportive operation since 1997. The City of Waterloo Cemetery Services model is somewhat unique when compared to the majority of other municipally operated cemeteries in the Province of Ontario that typically run a deficit and require tax roll support. Waterloo Cemeteries currently operates without tax roll support, and also, supports a percentage of the overhead related to Bechtel Park operations, and contributes \$60,000 annually to the Corporation in the form of General Government Overhead.

Moving forward, for Waterloo Cemeteries to continue to operate as a self-funded enterprise model that is independent of tax support, corporate decisions must consistently have regard for sustaining the enterprise model.

The goal, to remain a self-funded enterprise model, will be supported through the following strategies.

- a) Annual review and consideration of the cemetery fee structure and products & services, implementing changes were necessary in compliance with the Cemeteries Act.
- b) Continued contributions and, thus, increases to the cemetery care & maintenance fund principal.

In 1955 the Province of Ontario Cemeteries Act legislated the establishment of 'Care and Maintenance Fund' (CMF) contributions to fund the perpetual responsibility to maintain cemeteries.

Waterloo's Care and Maintenance Fund was analyzed within the 'Waterloo Cemeteries Business Case Study' (2006) and like most cemeteries established before 1955, the CMF is inadequate, primarily because historic contributions to the fund were too low or fees for interment rights were priced too low. A significant portion of this CMF shortfall can be attributed to Mount Hope Cemetery where the majority of sales activity took place prior to 1955.

The Master Plan supports continued contributions to the Waterloo Cemeteries Care & Maintenance Fund to move toward full realized financial sustainability. This will be achieved by continuing to offer cemetery services, which benefit the community, as well as, contributing to the CMF fund.

Next Steps

The Master Plan sets the future direction for Bechtel Park and Waterloo Cemeteries over a 15 year period. The Master Plan triggers considerations within other ongoing and new initiatives. By nature, the plan will be an evolving process guided by the Policy Statements, Implementation Initiatives and Implementation Plan. Detailed actions, designs, costs and funding allocations will be built into existing budgets where possible and staff will report back to Council for approval at key milestones.



Photo reflects current land use.

1.0 Strategic Direction

VISION

A 'comprehensive' strategy for the lands occupied by Parkview Cemetery and Bechtel Park considering various factors including community need, environmental sustainability, public access, and long-range land-use designations for,

- parklands,
- natural resources,
- active sports facilities,
- passive recreational pursuits, and
- cemetery and memorialization opportunities.

The master plan considers all features, functions, community needs, and the relationships between the park, cemetery and environmental lands.

The proposed land-use plan establishes goals for achieving public parklands which are accessible, active, safe, and attractive, with a focus on best possible use of the lands, to serve the community. The land-use plan sustains natural landscapes, fosters community social interaction, enhances recreational opportunities and provides for a diversity of community cemetery and memorialization needs. The proposed plan gives consideration to the broader, city-wide strategies, and identifies alternative options, processes and improvements.

The master plan will include an achievable implementation process that is adaptable to future considerations, as community needs evolve. The master plan establishes clear goals for the ongoing long-range management of the lands, based on a need to balance service to the community, while making the best use of a limited land base.

STUDY GOALS

- To develop a master plan and policy framework that guides decision making for the lands shared by Bechtel Park and Parkview Cemetery.
- To develop strategic goals for the Parkview-Bechtel lands, including land-use designations, facility and infrastructure asset management plans, capital improvements, and operational functions.
- To provide a phasing and budgetary strategy for the recommendations of the Master Plan.

GUIDING PRINCIPLES

The following principles guided the development of the master plan.

Public Access and Use of the Lands

The Master Plan will be based on optimizing opportunities for the general public to use the lands for a variety of healthy lifestyles activities. The lands will provide for use throughout the day to create a socially vibrant and interactive place.

Protection, Enhancement & Sustainability of the Natural Environment Resources

The Master Plan will be based on continued commitment to the health of the woodlot, plant species, creek corridor, wildlife and bird habitat, and sensitive ecosystems on the lands.

Enhance the Public Image and Identity of the Lands

The Master Plan will be based on integrating the lands with the surrounding urban fabric, as a recognizable public landscape, that clearly communicates the public options for use of the lands. The property will be well maintained, aesthetically attractive, and a safe place where people can enjoy a parkland setting.

Address Park Users Needs

The Master Plan will be based on providing passive and active recreational opportunities that have been enjoyed by residents for over 30 years and with consideration of provision for future recreational needs and city-wide strategies.

Address Cemetery Services Needs

The Master Plan will be based on community need for cemetery services, offering both traditional cultural needs and other innovative (or emerging) trends/options that will minimize land-use consumption by the cemetery.

Optimize Best Practices & Best Use of Resources

The Master Plan will be based on the best possible use of the lands, the best possible operational practices, while remaining adaptable to change as it occurs, including change in technology, economics, social and environmental.

Align with City of Waterloo Corporate Strategies

The Master Plan will align with the various corporate frameworks including the City of Waterloo Strategic Plan, Official Plan, Recreation and Leisure Services Master Plan and other linked Master Planning Processes.

2.0 Summary of Key Findings

Refer to 'Cemetery Services – Bechtel Park Master Plan Appendices, Appendix D: Inventory & Analysis' under separate cover for a detailed review of site features, elements and structures.

Parkview Cemetery

- Need to expand cemetery land base. There is an urgent need for additional traditional casket interment lots and there is limited land for growth.
- Cremation services are increasing, however, demand for traditional burial lots is steady.
- Cemetery Care & Maintenance Funds are inadequately funded. Need strategies to ensure financial resources are available for perpetual care of properties.
- Joint-services opportunities with City of Kitchener may realize efficiencies.
- Need to amend practice/policy for long-range dedication of lands to groups.
- High maintenance landscape – need to consider opportunities to shift to lower maintenance in new development or section amendments.
- Need to identify cemetery areas requiring capital upgrades (ie Children's Section).
- A variety of challenges for entering and exiting, for both vehicles and pedestrians based on increasing volumes of traffic.
- Limited Integration with Bechtel Park.

Bechtel Park

- Limited parkland frontage. Visual exposure to community is limited.
- Entrance and exit challenges for vehicles.
- Weak parking lot layout – there is an adequate quantity of spaces.
- Lack of pedestrian facilities.
- Limited washroom facilities for the use number of park users.
- Confusing vehicular circulation.
- Road system consumes more land than needed.
- Vehicles have access to the edge of the woodlot presenting a safety and environmental issue.
- Weak signage - upgrades are needed.
- Aging facilities and infrastructure.
- Pedestrian access to leash free zone does not function as planned.
- Playground is in poor location – safety concern and it is not linked to other activity zones.
- Too many building structures obstructing sightlines present a safety concern.
- Lack of shade trees. A tree plan is needed. The central treed corridor should be retained
- Seating and rest zones are needed throughout the park
- Limited daytime use of park – day activities should be encouraged
- Review potential for trail connection to City of Kitchener.

Recreational Facilities

- A building assessment has identified maintenance improvements that need to be undertaken to the Manulife Financial Soccer & Sports Complex. This facility is highly used.
- Tennis Courts are well used in the evenings. No rationale to remove at this time.
- Baseball Stadium is used moderately. There are critical structural issues. Consider moving programming to a new location in a diamond cluster setting to maximize programmability.
- Sport Fields are in high demand due to high quality and lighting on fields 5 and 6.
- Leash Free Zone is well used and is only facility in Waterloo. Access path is the primary issue. Amenities are needed.
- Trails are highly used, however, wayfinding, identification and interpretive signage is needed.
- Trail issue: most southerly section of trail is encroaching onto private lands.

Natural Resources: Woodlands, Creek Corridor, Wetlands

- Need to redefine boundary of natural areas for management purposes.
- Need to update mapping of wetland and creek zones.
- Interpretive signage to educate public on significance of the natural areas.
- Issues with Laurel Creek management south of, and outside of Bechtel Park boundaries, but effecting creek on City lands – need to encourage good management practices on private lands.
- Continue to protect the natural resources, habitat areas and practice environmental stewardship.

3.0 Recommendations

Recommendations are divided into three categories. The following outlines the purpose, function and use of each category. :

a) Policy Statements

The Master Plan consists of five Policy Statements. The Policy Statements provide the strategic foundation to be adopted in all decision making for Parkview Cemetery and Bechtel Park.

Policy Statement #1 ⇒ Retain Modified Bechtel Park as a Community Park

Policy Statement #2 ⇒ Provide Cemetery Services to the Community

Policy Statement #3 ⇒ Operate Cemeteries as Self-Funding Enterprise

Policy Statement #4 ⇒ Enhance & Integrate the Park & Cemetery

Policy Statement #5 ⇒ Seek Partnerships

b) Implementation Initiatives

Each Policy Statement is supported by a series of specific 'Implementation Initiatives' or actions which are essential to fully execute the master plan vision. The initiatives guide decisions and staging of the evolution of the master plan. Each initiative will be embedded into project planning and partnership discussions.

c) Implementation Plan

The Implementation Plan sets timeframes to initiate/achieve the most critical implementation initiatives, particularly for decisions and actions regarding the premium sport facilities which have an effect on other park locations, as well as, the city's ability to continue to provide a diversity of cemetery services in the future.

The following pages detail the Master Plan Recommendations.

Policy Statement #1

⇒ Retain ‘Modified’ Bechtel Park as Community Park

The City of Waterloo will retain Bechtel Park & Woodlot as a Community Park to provide a range of recreational opportunities for passive outdoor activities and active programmed sport while at the same time managing an important environmental asset.

The Recreation and Leisure Services Master Plan recommends a transition of Bechtel Park from offering ‘premium’ active sport facilities, moving toward serving as a secondary venue. ‘Premium’ refers to sport facilities designed for the highest levels of programmed sport. At Bechtel Park this includes sport fields #5 and #6, and the baseball stadium.

The premium field facilities for organized sport will be established at RIM Park and/or a proposed new site in west Waterloo. Sport Fields #5 and #6 will be relocated to allow for lands to be converted to cemetery. The Bechtel Ball stadium will also be considered for future relocation outside of Bechtel Park, possibly at RIM Park, in association with a cluster of diamonds.

The importance of managing Bechtel Park & Woodlot as a natural resource remains critical for ensuring our environmental responsibilities and for promoting environmental stewardship through public education and interpretive programs.

Implementation Initiatives:

- ☐ Retain the sport fields (including indoor) at Bechtel Park with the exception of fields #5 and #6, which are recommended to be replaced at RIM Park or a not yet determined site in West Waterloo.
- ☐ Retain the balance of Bechtel Park as a Community Park, including the planning of enhancements to the remaining recreational assets.
- ☐ Prepare a ‘City-Wide Outdoor Sport Facility Strategy’ to review the sport facility inventory and make recommendations for intensifying existing sport facilities to offer the highest possible use of the facilities we have, and make recommendations for new facilities, if required, to be added to the inventory in the future.
- ☐ Replace the programming opportunities of fields #5 and #6 within the recommendations of the ‘City-Wide Outdoor Sport Facility Strategy’ as the highest priority for consideration.
- ☐ Monitor the Baseball Stadium for structural condition and for program use. Consider an alternative location for a premium ball facility to serve in place of the Bechtel Stadium within the context of the proposed ‘Outdoor Sport Facility Strategy’. Ideally the replacement ball facility will be in conjunction with a cluster of ball fields for increased programming potential.

- ☐ Sustain the Manulife Financial Soccer & Sports Centre, through annual asset management plan and projects.
- ☐ Commitment to the protection of our natural resources and environmental features in a balanced and meaningful way which aligns with the City of Waterloo's Strategic Value of 'Our Living Environment'.

Policy Statement #2

⇒ Provide Cemetery Services to the Community

The City of Waterloo will continue to provide a diverse range of cemetery services for cremation and burial choices to serve the Waterloo community.

There is an immediate need for additional traditional interment lot inventory, and the reality is that acquisition, approvals and development of a new cemetery site is anticipated to take several years to complete. It is recommended that a portion of Bechtel Park be reallocated/converted to cemetery use to address short range needs, until the new site is available.

Implementation Initiatives:

- ☐ Continue to offer cemetery services that meet varying needs of Waterloo's culturally diverse community.
- ☐ Continue to promote and increase opportunities for cremation services on the Parkview Cemetery lands.
- ☐ Continue to intensify/maximize land-use for traditional interment lots.
- ☐ Engage in a process to potentially establish a new cemetery at a new location before 2025.
- ☐ Provide a supply of cemetery inventory at Parkview Cemetery, at minimum, until opening a new cemetery.
- ☐ Expand the Parkview Cemetery lands by reallocating a maximum area of 4 hectares/10 acres of Bechtel Park lands at the location of sport fields #5 and #6.
- ☐ Plan for a seamless implementation process with no negative impact to user groups.
- ☐ Pursue partnership and collaboration with neighbouring municipalities (Kitchener or others) for a new cemetery and future cemetery services.
- ☐ Expand lands adjacent the Catholic Section in conjunction with realignment of the Bridge Street entrance.
- ☐ Implement a plan for the use of the North-West Cemetery area.
 - Consider the opportunities for cemetery amenities, raised columbarium or crypts, and/or other services.
- ☐ Continue development of cremation dedication and disposition options.
- ☐ Implement enhancements to create an inviting, special place of remembrance.
 - Beautify north-west slope & establish a memorial tree area, including walking paths and seating nodes.

- Enhance the Children's Section as a place for reflection with seating and meaningful artistic elements.
 - Continue to include high quality architectural, sculptural and natural elements to enhance the overall interest and character of the cemetery.
 - Consider opportunities to engage the community in guided walks in the cemetery to learn about cultural heritage and civic history.
- ☐ Explore potential for Green Burial services in the cemetery expansion, provided the green burial policies will support intensification strategies.

Policy Statement #3

⇒ Operate Cemeteries as Self-Funding Enterprise

- ☐ Develop strategies to sustain / operate Waterloo Cemeteries as a self-funded enterprise model.
- ☐ Develop a strategy to fund the acquisition and development of a new cemetery through a full cost recovery model.
- ☐ Utilize the Cemetery Reserve to implement cemetery initiatives. Develop strategies to increase the cemetery reserve fund principal balance in preparation for future expansion.
- ☐ Allocate 100% of Cemetery Year End Surplus Revenues to the Cemetery Reserve.
- ☐ Continue to review and revise cemetery tariffs/fees/bylaws to support cemetery operations, Care and Maintenance Funds and Reserve Funds.
- ☐ Continue to increase Care & Maintenance Fund (CMF) contributions, to ensure that adequate funds are available to perpetually support the cemeteries.
- ☐ Continue to develop options to offset the cost of Bechtel Park overhead, which is currently supported by Waterloo Cemeteries.

Policy Statement #4

⇒ Enhance & Integrate the Park & Cemetery

The cemetery and park open space network is currently fragmented (by fencing) into two separate, distinct uses. The goal is to weave land-uses together by connecting spaces with welcoming transitions between uses. Walking paths, trees and native vegetation will unify the lands while providing natural buffers.

Implementation Initiatives:

- ☐ Visually and Physically Connect the Park and Cemetery

- Design a seamless visual transition between the park and the cemetery, while sustaining the need for some division between the two land uses.
- Connect the park, woodlot and cemetery with looping walking paths / trails to encourage use of the whole property for leisure walking and running.
- Consider areas of shared parking for cemetery and park.
- ☐ Increase Trees and Vegetation
 - Consider increasing natural landscape elements in the cemetery to merge the natural environment and reduce operating maintenance costs.
 - Establish a shaded central corridor through Bechtel Park with additional trees.
 - Consider zones for 'pockets' of additional tree plantings.
 - Consider expanding the memorial tree, stone and bench opportunities within Parkview Cemetery to extend throughout Bechtel Park.
- ☐ Improve Access to Park & Cemetery
 - Realign the entry/exit road at Bridge Street for improved access for vehicles, pedestrians and cyclists.
 - Enhance the Bridge Street entrance to create a more significant point of entry, including signage and gateway features.
 - Link the Bridge Street entrance to Parkview Cemetery to serve as a second access/exit point to the cemetery.
 - Initiate a process to explore opportunities for a signalized entry/exit to the Parkview/Bechtel lands.
 - Explore connections beyond the property edge to other trail corridors and destinations.
- ☐ Focus on Pedestrians
 - Place a greater emphasis on pedestrian access, circulation and comfort to encourage walking.
 - Install pedestrian sidewalk on University Avenue from Bridge Street to Parkview entrance.
 - Expand and enhance walking surfaces, seating nodes and climate controls (shade trees & wind breaks).
 - Install bike racks.
- ☐ Develop Trails for Walking, Running, Skiing
 - Complete the trail network - introduce a pathway system that links the park entrance to the sport facilities, the cemetery, leash free zone to the woodlot trails, to encourage walking throughout the lands.
 - Consider the needs of cross-country skiers for evening lighting.
 - Consider ways to separate ski trails and walking trails (walkers degrade the groomed ski routes).
 - Sustain and consider increasing the network of paths for running
- ☐ Refine Parking Zones
 - Consider completing asphalt surfacing for north lot at Indoor Complex
 - Delineate/reorganize parking spaces in the south area to achieve parking efficiencies.
- ☐ Protect the Natural Environment
 - Define, manage and protect the Bechtel Park Reserve (including the woodlot, creek, wetlands) by establishing a clear boundary and buffer zone.

- Consider and limit impacts to the natural habitat in all programmed and passive activities by defining zones.
- Develop and communicate clear practices/policy to protect the lands from impacts.
- Introduce tree program for tree donations and other tree planting programs for the north-west lands (slope) of the cemetery

Policy Statement #5:

⇒ Seek Partnerships

Partnerships and collaboration is a predominant principle in the City of Waterloo Strategic Plan 2007-2010. Cultivation of partnerships is desirable and necessary to implement the recommended initiatives of the Master Plan.

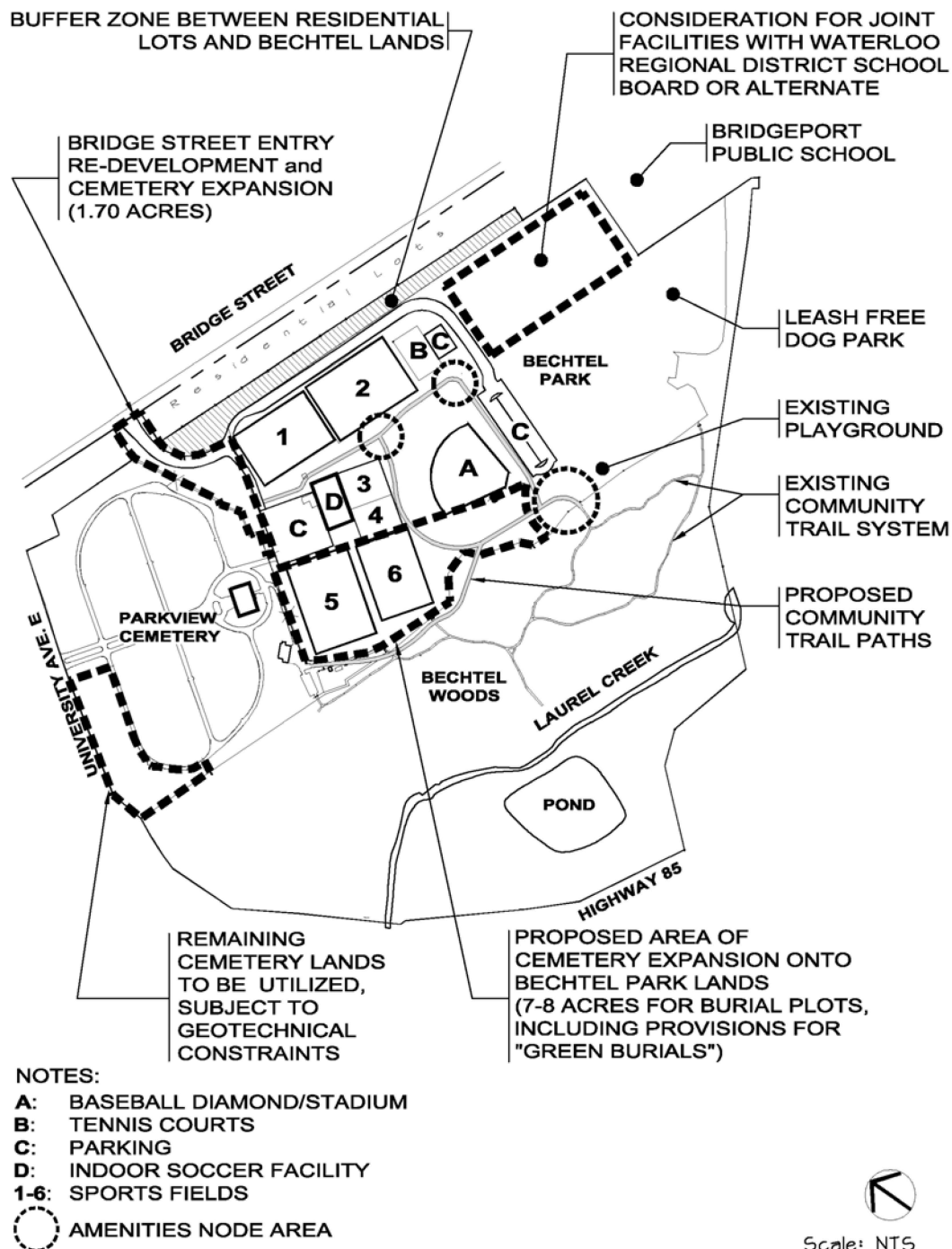
Implementation Initiatives:

- ☐ Seek out partnership with user groups to expand indoor and outdoor facilities for;
 - a shared-use community space
 - expanded washroom facilities
 - program spaces for outdoor education programming (Waterloo Region District School Board Outdoor Education Program, Waterloo Region Nordic Ski Club, camps, etc.)
 - recreational facility upgrades
 - gathering space/place
- ☐ Seek out partnership to review vehicular, pedestrian and cyclist circulation in the Bridge Street and University Avenue area. Ideally this should be a collaborative effort between the Region of Waterloo Transportation Department and Waterloo Region District School Board, with public input support from the University Downs Neighbourhood Association.
- ☐ Work with the City of Kitchener and potentially other neighbouring municipalities to consider opportunities for shared cemetery services.
- ☐ Seek out partnership with user groups and community organizations to replace the premium sport facilities (fields #5 & #6 and ball stadium) at an alternate major sport cluster venue such as RIM Park, a proposed west side location or another location as per the Recreation and Leisure Services Master Plan.

- ☐ Explore partnership opportunities with community groups to implement recreational amenities at Bechtel Park and Parkview Cemetery that will continue to support healthy lifestyles opportunities for Waterloo residents.

Map of Recommended Land Use Modifications

This concept plan illustrates the recommended land-use designations to implement the Master Plan. Detailed designs will be prepared for Council consideration in conjunction with requests for funding approval.



4.0 Implementation Plan

The Implementation Plan establishes target timeframes for significant changes. It provides a guideline for Council and staff to plan, fund and execute what are considered to be major Master Plan Recommendations between 2009 and 2025.

The Implementation Strategy provides the community and key stakeholders with timeframes for facility changes, which will provide time for consideration of program-use modifications where necessary.

Implementation of Phase One is allocated within the current 2009-2010 capital budget and operating budget. Note that items over \$100,000 in cost will be presented to Council for funding approval.

PHASE ONE: 2009-2010		
Task	Capacity to Undertake	Timeframe
☐ Realign Bridge Street Entrance * Revise Entrance Alignment * Provide Cemetery Expansion by 1.7 acres * Install pedestrian facilities from Bridge St. * Formalize as secondary cemetery entrance/exit * Install new entrance signage * Update signage to identify appropriate parking zones	* The 2009 Capital Budget allocates funding for the Bridge Street Entrance Realignment and associated 1.7 acre Cemetery Expansion. * Project construction is targeted to be tendered in spring 2009. Following the tender process, a request for funding approval will be presented to Council.	2009
☐ Upgrade Cemetery Children's Section	* Upgrades are underway.	Ongoing
☐ Introduce Additional Cremation Disposition Options	* 2009 Capital Budget allocates funds for addition of a columbarium dome and niche walls to expand options for cremation disposition.	2009

PHASE ONE: 2009 to 2010 (continued)		
Task	Capacity to Undertake	Timeframe
☐ Explore Options for Memorial Tree Planting on North Slope	* To be implemented by staff through partnerships to fund the tree planting.	To be planned in 2009 and initiated in 2010.
☐ Initiate Process to Determine a New Future Cemetery * Pending outcomes of KW Cemetery Services Shared Services Study	This process is pending recommendations within the K-W Shared Cemetery Services Study. Staff will report back to Council.	2009-2011 Proposed initiation of process to consider options for new cemetery lands.
☐ Explore Partnership Opportunities * Shared-Use Community Room * Expanded Washrooms * Outdoor Shelter / Meeting Area * Outdoor Education Space	Staff will initiate partnership discussions. No anticipated costs associated with discussions.	2009
☐ Prepare City-Wide Outdoor Sport Field & Diamond Strategy * recommended in RLS Master Plan * includes: - determining replacement/relocation for fields #5 and #6 - determining future plan for Bechtel Stadium	A cross-section of RLS & PWS staff are prepared to undertake the in-house study of outdoor sport fields and diamonds.	2009-2010
☐ Continue to Implement Cremation Disposition Options	* Allocations are established in the Capital Budget.	2009+

PHASE ONE: 2009 to 2010 (continued)		
Task	Capacity to Undertake	Timeframe
☐ Formally Designate Cemetery Uses for North-West Cemetery Lands	* Pending outcomes of the K-W Shared Cemetery Services Study.	2010
☐ Initiate Partnerships to Study Traffic Issues * engage Region of Waterloo & Waterloo Region District School Board in discussions regarding vehicular and pedestrian circulation challenges in the Bridge St. area related to Bechtel Park and Parkview Cemetery. * consider completion of sidewalk on University Ave to cemetery main entrance	Staff are prepared to initiate discussions.	2010
☐ Review Cemetery Policies * consider opportunities for Green Burial	Staff will review & develop policies.	2010

PHASE TWO: 2011 to 2015		
Task	Status	Targeted Timeframe
☐ Replace Fields #5 and #6 at Alternative Site	Location, costs & funding pending further study in the Outdoor Sport Fields & Diamonds Strategy to be undertaken in Phase One.	2010 - 2012
☐ Decommission Fields #5 and #6 at Bechtel * accommodate lights at Bechtel Park for continued x-country ski programs * plan for continued access to woodland trails	Pending recommendations of the Outdoor Sport Fields & Diamonds Strategy to be undertaken in Phase One.	2011 – 2013

PHASE TWO: 2011 to 2015 (continued)		
Task	Status	Targeted Timeframe
☐ Expand Cemetery on Bechtel Park Lands * expand by 8 to 10 acres once fields #5/#6 are decommissioned * integrate cemetery with parkland	Design, costs & funding to be determined and included within existing funding allocations in the 10 Year Capital Budget.	2012-2014
☐ Expand Trail System with Bechtel Open Spaces	Design, costs & funding to be determined and included within existing funding allocations in the 10 Year Capital Budget.	2012-2015

PHASE THREE: 2016 to 2025		
Task	Status	Targeted Timeframe
☐ Open New Cemetery Location * This milestone is the potential opening of a new Community Cemetery. A comprehensive plan will be developed, whereby strategic goals and objectives are laid out in a way that allows for the successful achievement of a new cemetery location.	TBD	Prior to 2025